

# **Nuclear Materials Stewardship Initiative Charter**

## **Appendix IV**

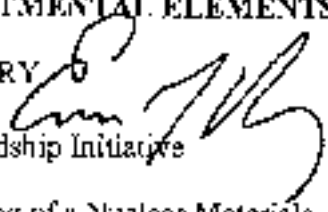




The Under Secretary of Energy  
Washington, DC 20585

January 19, 2000

**MEMORANDUM FOR HEADS OF DEPARTMENTAL ELEMENTS**

**FROM:** THE UNDER SECRETARY   
**SUBJECT:** Nuclear Materials Stewardship Initiative

This memorandum is to formalize the undertaking of a Nuclear Materials Stewardship Initiative over the next year, including the completion of a congressionally mandated Integrated Nuclear Materials Management Plan for completion March 31, 2000. A *Nuclear Materials Stewardship Initiative Charter* is attached that highlights the project mission, organizational structure, and decision-making process.

The mission of the Nuclear Materials Stewardship Initiative is to promote the responsible management of nuclear materials across their entire life cycle, through processes of production, use, recycle and recovery, storage, transportation and disposition. Stewardship represents recognition of the Department's enduring obligation to protect national security while managing nuclear materials efficiently, in a safe and environmentally sound manner, and with appropriate nonproliferation-driven transparency.

As noted previously, Congress directed that we address our management of nuclear materials in an integrated plan. Last year, a multi-program, field, and laboratory Nuclear Materials Working Group proposed a nuclear materials stewardship initiative to promote a corporate approach to managing nuclear materials, particularly those that are surplus to mission needs. The Field Management Council considered the proposed initiative and embraced the recommendations.

The actions for completion under the Charter are underway with support from the programs and the field. The actions are as follows:

1. Complete an integrated nuclear materials management plan. This product will a) respond to Section 3172 of the National Defense Authorization Act for fiscal year 2000 and include all fissile materials; b) address non-fissile materials to the extent practical; and c) incorporate an integrated conceptual plan for facilities and other infrastructure needed to meet the Department's current and future mission requirements. We will complete this task by March 31, 2000.



2. Make planning decisions concerning a select set of high priority cross-program issues that are barriers to an individual program successfully meeting its mission obligations. We will schedule actions on these issues throughout CY2000, subject to the requirements of the National Environmental Policy Act.
3. Complete a business case for upgrading and integrating the nuclear materials information management and inventory accountability systems for completion by June 30, 2000.

Each program with a nuclear materials management responsibility is charged to supply staff and financial resources to help achieve success. This support is generally commensurate with each program's nuclear materials management responsibilities.

The work is assigned to a senior manager-level task force consisting of an appointee from each of the Programs that has a nuclear materials management responsibility. The Policy Office's Director of the Office of Nuclear Materials Management Policy chairs the Stewardship Task Force and directs the project. The Environmental Management's Deputy Assistant Secretary for Integration and Disposition serves as the vice-chair. The Task Force has organized the necessary number of program, field, laboratory, and contractor supported working groups. The Task Force will meet at least monthly through the life of the project.

A Nuclear Materials Council has been convened and is chaired by me. Other members consist of the program secretarial officers with nuclear materials management-related responsibilities. The Council approves the mission, goals, policies, and project deliverables. The Council also acts on policy issues that are in dispute and cannot be resolved by the Task Force.

The Nuclear Materials Stewardship Initiative will address significant issues that could affect each of our programs and sites that have nuclear materials management responsibilities. Thank you for your cooperation and support toward the success of this very important initiative.

#### Attachment

cc:

T.J. Glauthier, Deputy Secretary  
Phillip Niedzielski-Eichner, Director  
Office of Nuclear Materials Management Policy, PO  
David Huizenga, Deputy Assistant Secretary  
Office of Integration and Disposition, EM  
Mary Louise Wagner, Senior Policy Advisor to the Secretary



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## **CHARTER for the NUCLEAR MATERIALS STEWARDSHIP INITIATIVE**

**Purpose.** The purpose of the Nuclear Materials Stewardship Initiative is to provide for the integration of cross-cutting nuclear materials management responsibilities in order to develop a corporate strategy for nuclear materials management, strengthen safeguard and security and safety capabilities, optimize planning for future requirements, promote international best practices, and reduce overall costs.

**Background.** Nuclear materials present a compelling and enduring obligation that demands Department of Energy (DOE) leadership, vigilance, and best management practices. To meet the challenges posed by this responsibility, DOE must have a coherent corporate strategy that is integrated across programs and within the field complex. The strategy must be driven by a long-term vision that addresses infrastructure, personnel, transportation, and information management requirements.

A multi-program, field, and laboratory Nuclear Materials Working Group has proposed a near-term set of initiatives to promote improved corporate management of nuclear materials, particularly those that are excess to mission needs. The Field Management Council has embraced the Working Group's recommendations and the Under Secretary will oversee their implementation.

**Mission.** The mission of the Nuclear Materials Stewardship Initiative is to promote the responsible management of nuclear materials across their entire life cycle, through processes of production, use, recycle and recovery, storage, transportation and disposition. Stewardship represents DOE's recognition of an enduring obligation to protect national security while managing nuclear materials efficiently, in a safe and environmentally sound manner and with appropriate nonproliferation-driven transparency.

**Actions.** The actions to be completed are as follows.

1. Complete an integrated nuclear materials management plan. This product will 1) respond to Sec. 3172 of the National Defense Authorization Act for Fiscal Year 2000 and include all fissile materials; 2) address non-fissile materials to the extent practical; and 3) incorporate an integrated conceptual plan for facilities and other infrastructure needed to meet the Department's current and future mission requirements. This task will be completed by March 31, 2000.
2. Make planning decisions concerning a select set of high priority cross-program issues that are barriers to an individual program successfully meeting its mission obligations. The issues will be nominated by individual programs and selected for action by agreement of the Nuclear Materials Council. Action on these issues will be scheduled throughout CY2000, subject to the requirements of the National Environmental Policy Act.



A key component of this activity will be determining whether selected excess nuclear materials should be maintained as national resources. A Departmental policy will be crafted to apply to any legacy materials deemed to have potential resource value. A draft policy will be developed and applied to at least four "pilot" materials for process lessons learned before the policy is presented for concurrence review. Candidate materials for review include Americium/Curium,  $^{232}\text{Uranium}$ , Plutonium-contaminated Highly Enriched Uranium,  $^{137}\text{Cesium}$ , Strontium, slightly irradiated fuel,  $^{237}\text{Neptunium}$ , and  $^{226}\text{Radium}$ .

3. Complete a business case for upgrading and integrating the Department's nuclear materials information management and inventory accountability systems. The business case will be completed by June 30, 2000.

These activities will build on past successful corporate efforts and will integrate existing relevant program and field initiatives. Each program with a nuclear materials management responsibility is expected to supply staff and financial resources to complete the three activities commensurate with its nuclear materials management responsibilities.

**Methodology.** This Initiative will be implemented within a system-engineering framework and with appropriate National Environmental Policy Act (NEPA) review.

Guided by the mission statement, top-level management functions and requirements for stewardship of DOE-owned nuclear materials will be established. Both fissile and non-fissile materials will be included to ensure programmatic and physical interfaces between them are understood. A functions and requirements document will be issued and maintained under configuration control. A baseline of how DOE is currently performing various nuclear materials management functions will be defined. Alternative performance scenarios will be evaluated for increased effectiveness and cost savings.

A NEPA-compliance and public-involvement strategy will be prepared.

**Policy-Making and Project Management.** A Stewardship Task Force (STF) will be established to organize the program, field, laboratory, and contractor supported working groups necessary to accomplish the initiative. The STF will consist of a senior management-level appointee from each of the programs that has a nuclear materials management responsibility.

The participating offices will be the Offices of Defense Programs (DP), Environmental Management (EM), Fissile Materials Disposition (MD), Naval Reactors (NE-60), Nuclear Energy, Science and Technology (NE), Nonproliferation and National Security (NN), Civilian Radioactive Waste Management (RW), Science (SC), and Security and Emergency Operations (SO). The Offices of the Chief Financial Office (CFO), Environmental Safety and Health (EIH), and General Counsel (GC) will also provide representation. Operations Office managers or senior designees will be invited to participate on the Task Force. The national laboratories will be invited to designate a senior-level manager to participate on the Task Force.



The Director of the Office of Nuclear Materials Management Policy will chair the STF. Environmental Management's Deputy Assistant Secretary for Integration and Disposition will serve as vice-chair. An additional vice-chair may be added if necessary. The STF Chair will organize working groups to accomplish the project elements and will maintain a small team of support and technical staff to help administer the working groups, monitor milestones, provide status reports, agendas and documents to STF and Council members prior to meetings.

The Under Secretary will chair a Nuclear Materials Council that will approve the STF mission, goals, policies, resource plan and project deliverables. The Council will also act on policy issues that are in dispute and cannot be resolved by the STF. The Council will consist of the principal secretarial officers (PSOs) from each of the Program offices represented on STF. In addition, Operations Office Managers will be invited to participate on the Council when issues relevant to their sites come before the Council for consideration.

Exhibit 1 further elaborates on the policy-making and project management organization.

**Performance Indicators.** The Nuclear Materials Stewardship Initiative will require cross-program cooperation and timely response. The STF will draft interim milestones for each project element and will present these for Council use in order to monitor progress.





## **Exhibit 1. Policy-Making and Project Management Organizational Structure Nuclear Materials Stewardship Initiative**

### **Nuclear Materials Council**

- **Membership:** Under Secretary will serve as Chairman. Secretarial Officers who have a nuclear materials management responsibility will serve as members. Secretarial Officers of Environmental Safety and Health, Chief Financial Officer, and General Counsel will also serve. Operations Office Managers will be invited to participate on the Council when issues relevant to their sites come before it for consideration.
- **Roles and Responsibilities:**
  - Establish policy
  - Provide personnel and financial resources.
  - Approve a NEPA-compliance and public involvement-strategy.
  - Approve (or recommend approval) of Stewardship Task Force deliverables.
  - Oversee activities of the Stewardship Task Force.

### **Stewardship Task Force (STF)**

- **Membership:** Director of the Office of Nuclear Materials Policy serves as Chair. The Environmental Management's Deputy Assistant Secretary for Integration and Disposition will serve as Vice-chair. An additional vice-chair may be added if necessary. Appointees from each of the programs represented on the Nuclear Materials Council will serve as members, as do managers or their designees from interested Operations Offices. The Task Force Chair will maintain support staff.
- **Roles and Responsibilities**
  - Recommend policy.
  - Establish and direct working groups.
  - Recommend approval of deliverables
  - Issue and maintain functions and requirements baseline document.
- **Support Staff will:**
  - Track milestones and support working groups.
  - Ensure quality control and coordination of working group deliverables
  - Forward deliverables to the STF and Council for review and comment.
  - Coordinate and document resolution of STF and Council comments.
  - Maintain project records.
  - Coordinate Council and STF meetings and agendas.

### **STF Working Groups**

- **Membership:** The STF Chairman will establish Working Group Leads. Program, operations office, field office, laboratory, and contractor personnel will serve as members.
- **Roles and Responsibilities**
  - Identify and define policy issues
  - Complete STF deliverables.
  - Provide periodic progress and status reports.